



Contractor & Military Partnering Wins Praise From Soloway

In his continuing effort to bring the message of acquisition reform directly to the workforce, and to learn firsthand about the implementation of reform, Mr. Stan Soloway, Deputy Under Secretary of Defense (Acquisition Reform), visited Germany, Italy, and Bosnia during a 5-day swing through the region in June.

The principal purpose of his most recent trip was to assess, on behalf of Dr. Jacques Gansler, (USD(A&T)), the quality and level of support provided to our troops in the Balkans, including the support provided by contractors in the battle zone.

His trip included stops at:

- US Army Contracting Command, Europe (USACCE), Heidelberg, Germany;
- US Air Forces, Europe (USAFE) Contracting Center, Ramstein AFB, Germany;

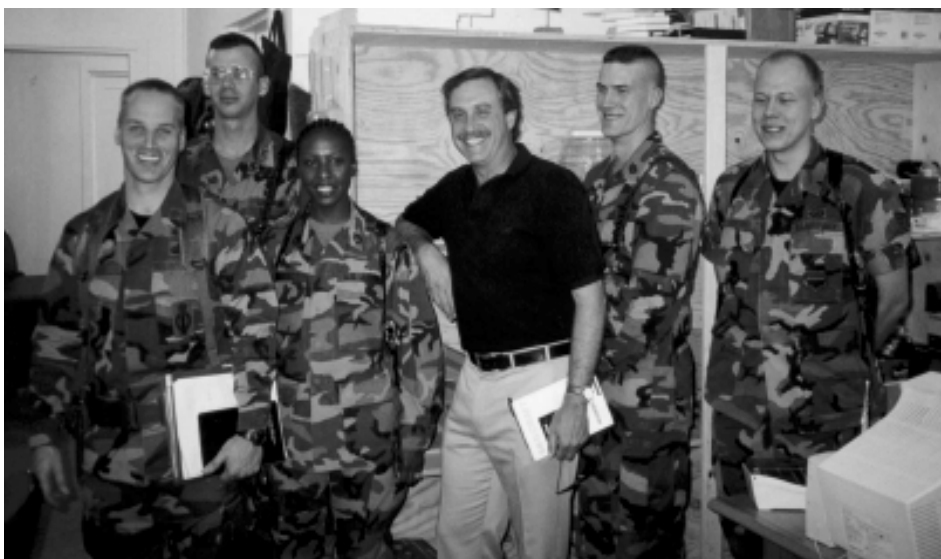
- Naval Regional Contracting Center (NRCC), Naples, Italy; and
- Task Force Eagle in Tuzla, Bosnia.

Mr. Soloway visited with a wide range of personnel involved with all aspects of the contingency operations in Bosnia and Albania. He also spent time meeting and talking with enlisted, junior, and senior officers, — the customers — as he put it, as part of his assessment.

Mr. Soloway reported back to Dr. Gansler that all parties, military and civilian, firmly believe that the quality of support provided by both the military and contractors was “exceptional.”

“What I continually heard and saw suggests strongly that the entire operation was marked by the kind of partnering qualities we all talk about; it was great to see it put into practice,” said Soloway.

(Continued on page 7)



Mr. Stan Soloway, DUSD(AR), enjoys the company of Task Force Eagle, Joint Contracting Command (Bosnia) during his trip to Europe.

In This Issue

DSMCTakesACQ-201 Online	2
Navy Excellence Award Winners	3
Section 912(c) Update	4
DAU Consolidation Takes Shape	5
AR News Roundup	6
PEOSYSCOM Conference	6
AR On-Line	7
New DSMC Commandant	8

The Results Are In!

The Office of the Deputy Under Secretary of Defense (Acquisition Reform) (DUSD(AR)), directed a survey to evaluate the effectiveness of AR information and training and the effects of 18 AR initiatives on acquisition workforce performance.

According to Mr. Stan Soloway (DUSD(AR)), the survey was necessary to ensure that DoD investments in training and information are producing the desired effects of imparting reform throughout the acquisition workforce. A formal survey was determined to be the best way to relate information and training sources to specific acquisition reform initiatives.

Based on nearly 1,400 responses from civilian and military personnel in 12 acquisition career fields and all major acquisition components, the following conclusions were drawn:

- AR should reflect the diversity of acquisition work. No single reform is relevant to all jobs.
- The relevance of specific reforms varies with each job.
- Most AR initiatives have low to moderate relevance to the average job; however, several reforms were

(Continued on page 7)

DSMC Goes the Distance on ACQ-201

In concert with the defense acquisition reform initiatives, the Defense Acquisition University (DAU) courses must adapt to reflect the changing workplace and new ways of doing business.

The DAU is modernizing its courses by taking advantage of new technologies, such as the Internet, satellite and video conferencing. This will offer more flexible training opportunities and a higher quality learning experience to the acquisition workforce. New courses may be offered online or in hybrid form, which will give students the opportunity to work online and in the classroom.

The DAU has funded the migration of the ACQ 201, "Intermediate Systems Acquisition Course" (ISAC) to a hybrid course. This modernization will be managed by the Defense Systems Management College (DSMC). Students who need to fulfill Defense Acquisition Workforce Improvement Act (DAWIA) certification requirements will enroll for the web-based and classroom segments.

For other workforce members, the online segment provides an opportunity for continuous learning and performance support before attending the classroom segment. The modernized course will better prepare personnel

within the Department of Defense to carry out the complex demands associated with acquiring weapons systems. The course will cover and integrate a wide range of technical, business, and management concepts involved in the development, production, and fielding of a system. ISAC-Distance Learning (DL) is intended to prepare as many as 5,000 students annually from a wide variety of backgrounds to work effectively in Integrated Product Teams (IPTs).

***The modernized course
will better prepare
personnel within the
Department of Defense
to carry out the complex
demands of acquiring
weapons systems.***

Although ISAC-DL will eventually replace the current two-week classroom

course, it is not a simple conversion from classroom to online format. While the classroom course has been oriented towards increasing knowledge of the various disciplines involved in defense acquisition, the online course will concentrate on the application of knowledge and the integration of those various disciplines. Thus, ISAC-DL will focus on the comprehension and application levels of learning, building on the basic knowledge acquired in the prerequisite course, Fundamentals of Systems Acquisition Management, ACQ 101, which is currently a computer-based distance-learning course.

ISAC-DL will consist of two separate but inter-related portions: computer-based training followed by a one-week classroom seminar. A common thread throughout the course will be a case study about the acquisition of a single, fictitious defense system. The case will follow the system as it evolves from requirements generation through design, development, testing, production, and fielding.

As students move through the acquisition life cycle, they will encounter issues regarding program definition, program structure, program design, and program oversight and review. In the computer-based portion, students will learn through a series of scenarios that require them to research appropriate references and use that knowledge to make sound acquisition decisions. In the classroom, students will work in teams to apply critical thinking and problem solving skills to scenario-based exercises.

DSMC recently awarded a contract to Command Technologies, Inc. for development of the computer-based portion of the course. Course design is now underway. ISAC-DL is expected to be available online in October 2000. Courses currently online or in hybrid form include: ACQ 101, BCF 211, CON 237, IRM 101, and SAM 101. Other courses scheduled to be online or in hybrid form for FY2000 include: BCF 102, CON 101, IRM 201, LOG 101, LOG 203, PQM 101, SYS 211, and TST 101. In addition, 12 more courses are under review for modernization.

—AR—

How to Reach AR Today

Do you have an Acquisition Reform success story? Please send comments, letters, articles, ideas for articles, photos, and notices of upcoming events to:

Phone: 1-800-811-4869 Fax: 703-558-7501

E-mail: ar_today@sra.com

Mail: P.O. Box 17872

Arlington, VA 22216-7872

To subscribe to AR Today or let us know of address changes and duplicate mailings, please contact us at:

Fax: 703-805-2917 (DSN) 655-2917

AR Today is published by the Office of the Deputy Under Secretary of Defense for Acquisition Reform to share ideas and stimulate discussion. Views expressed in the publication are not necessarily endorsed by the Department of Defense. Feel free to reproduce our material. If you reprint anything, please credit us and send us a copy.



Congratulations to Navy Competition & Procurement Excellence Award Winners

Mr. Paul Schneider, Principal Deputy Assistant Secretary of the Navy (Research, Development and Acquisition), held an awards ceremony in the Pentagon on July 21, 1999, to recognize the winners of the FY98 Department of the Navy Competition and Procurement Excellence Awards.

Sponsored by the Department of the Navy Competition Advocate General, the awards have been given for the past 12 years to over 269 awardees. Awards like this one encourage competition and innovative procurement by the Navy and Marine Corps acquisition workforce.

"The Competition and Procurement Excellence Award winners that we recognize today," Mr. Schneider said, "represent the means to accomplish the Secretary's and the Department's collective aim."

That aim, according to Secretary of the Navy, Richard Danzig, is "to improve the resources with which you work, the power with which you fight, and the environment in which you and your families live."

Mr. Schneider thanked each of the award winners for their hard earned and most noteworthy achievements, "which are enviable examples for all to emulate," he said.

Congratulations to all the award winners listed below!



Marine Corps Systems Command Amphibious Assault Vehicle Life-Time Support Contract Team, left to right: Col Robert L. Williams, Jr., USMC (Program Manager Amphibious Assault Vehicle), Wayne Chun, Robin Richards, Paul Schneider (Principal Deputy Assistant Secretary of the Navy (Research, Development and Acquisition)), RADMBill Jenkins, SC, USN (Department of the Navy Competition Advocate General), BGen James M. Feigley, USMC (Commander, MARCORSYSCOM), and Edward L. Stolarik (Director of Contracts, MARCORSYSCOM).



Naval Supply Systems Command/Naval Regional Contracting Center Naples Detachment Bahrain Husbanding Services Contract Fleet Support Team, left to right: Arthur Beasley, Lee Toedter, Peter Parrott, Rosemary McWilliams, Paul Schneider (Principal Deputy Assistant Secretary of the Navy (Research, Development and Acquisition)), RADMBill Jenkins, SC, USN (Department of the Navy Competition Advocate General), CDR Suzanne Spangler, SC, USN, and CDR G. Lindsay Perkins, SC, USN

1999 Award Winners

- | | | |
|---|--|---|
| <p>I. Competition, Team
San Diego Metropolitan Area Network (MAN) Integrated Product Team
NAVSUP/FISC San Diego/
NCTS San Diego</p> | <p>IV. Innovation, Team
Amphibious Assault Vehicle (AAV) Life Time Support Contract Team
MARCORSYSCOM</p> | <p>VII. Innovation, Team
Bettis Atomic Power Laboratory Acquisition Team
NAVSEASYS/DOE</p> |
| <p>II. Competition, Team
EA-6B Weapon System Trainer Team
NAVAIR/NAWC/Training Systems Division, Orlando</p> | <p>V. Innovation, Team
Husbanding Services Contract Fleet Support Team
NAVSUP/NRCC Naples Detachment Bahrain</p> | <p>VIII. Innovation, Individual
CDR James T. Gill, SC, USNR-R Defense Logistics Agency/Defense Supply Center Richmond</p> |
| <p>III. Competition, Team
Over-The-Horizon Target System Team
SPAWAR/SPAWARSYSCEN,
Charleston/PEO(TSC)/PMS 400</p> | <p>VI. Innovation, Team
Cellular Phone Team
NAVSEA/NSWC Dahlgren Division/
SWC Indian Head Division</p> | <p>IX. Innovation, Individual
Daryl Shall
NAVSEASYS/DOE</p> |
| | | <p>X. Innovation, Individual
Jamey Halke
CINCPACFLT/NRCC Singapore</p> |

SECTION 912(c) Update

Implementation of Section 912(c) Studies Begins!

In addition to the Requirements and Acquisition study (see "Gansler Implements Study Recommendations," page 5), the studies on Product Support and Research, Development, Test and Evaluation Infrastructure have been completed (see "DoD Plan" article on this page). Also, draft findings and recommendations are available from the Program Manager Oversight of Life-Cycle Support, Price-Based Acquisition, Training for Acquisition of Services, Commercial Business Environment, and Command, Control, and Communication Integration.

The Director of the Joint Staff published the Chairman, Joint Chiefs of Staff Instruction (CJCSI) 3170.01A, on August 10, 1999. This document governs the requirements generation system. The new CJCSI includes guidance on time-phased requirements to support an evolutionary acquisition process, addressing affordability in the operational requirements document, and making interoperability a key performance parameter. All these recommendations are included in the Requirements and Acquisition Study.

In an August 5, 1999 memorandum, Under Secretary of Defense (Acquisition & Technology) Jacques Gansler, Assistant Secretary of Defense (Command, Control, Communication, and Integration) Art Money, and Director of Operational Test and Evaluation Philip Coyle directed the Defense Acquisition Policy Steering Group to rewrite DoD Directives 5000.1 and 5000.2-R to incorporate recommendations of the Section 912(c) studies. This Steering Group is comprised of the senior acquisition policy makers in OSD and the Services. The rewrite will address Requirements and Acquisition, Command, Control, and Communication Integration, Product Support; emerging findings from Price-Based

Acquisition and Program Manager Oversight of Life-Cycle Support; and initiatives from other studies such as the Defense Science Board report on Test and Evaluation. The memorandum directed completion of the work by February 2000. In his charge to the Policy Steering Group at their kick-off meeting, Dr. Gansler talked about the importance of this rewrite, and he outlined eight focus areas for the rewrite:

- Develop a rapid acquisition process;
- Incorporate time-phased requirements into that acquisition process;
- Develop a preferred approach for evolutionary development;
- Integrate acquisition and logistics;
- Emphasize interoperability, both among the Services and our Allies;
- Establish cost as a design requirement;
- Emphasize competition; and
- Incorporate an integrated test and evaluation process.

Dr. Gansler's vision of the outcome from the rewrite puts into policy a preference for evolutionary acquisition that results in shorter cycle times, lowers systems costs, increases equipment reliability and quality, and provides modern logistics support.

Finally, the Commercial Business Environment study introduced the idea of using Rapid Improvement Teams to create cultural change and solve specific problems. Several of the teams have been included to deal with issues such as packaging, reducing total ownership cost, and crafting supplier agreements.

All Section 912 studies and reports can be viewed at <http://www.acq.osd.mil/ar/section912.htm>

—AR—

DoD Plan Outlines RDT&E Infrastructure Savings

Dr. Jacques Gansler, Under Secretary of Defense (Acquisition & Technology), has submitted to Congress a plan to improve the management of the Department's laboratories and test and evaluation centers—its Research, Development, Test, and Evaluation (RDT&E) infrastructure. The plan meets a requirement in Section 907 of the National Defense Authorization Act for FY1999.

The plan identifies initiatives to achieve goals for reducing DoD's RDT&E infrastructure costs, both facilities and personnel, by 10% by FY2001 and 25% by FY2005. The Section 912 charter established these goals in 1998 as part of a broader review of the future DoD acquisition workforce. The goals translate into a 3% annual increase in productivity, a rate consistent with industry experience.

A DoD-wide Senior Steering Group tasked the Services and appropriate Defense Agencies with developing aggressive internal plans to meet these goals and addressed cross-service initiatives. Each Service and Agency has already achieved significant cost reductions since FY1990 and has incorporated plans for further savings in its Program Objective Memorandum (POM) and the current DoD Future Years Defense Program (FYDP), which projects resource requirements through FY2005. Between FY1990 and FY1997, for example, DoD staffing at RDT&E facilities was reduced by nearly 30%, producing annual cost savings of about \$3.9 billion.

Overall, DoD plans to exceed its savings goals for both FY2001 and FY2005, relying mainly on business process re-engineering (BPR) to eliminate non-value-added support activities. The plan also identifies actions to establish a new framework for test and evaluation (T&E) facilities.

Details of the report, together with Dr. Gansler's transmittal letters to Congress, are in the Section 912(c) Data Warehouse on the AR web site at <http://acq.osd.mil/ar/section912.htm> under the RDT&E Infrastructure subhead.

—AR—

Gansler Implements Study Recommendations

In a July 1999 memorandum, Dr. Jacques Gansler, Under Secretary of Defense (Acquisition & Technology), issued directives to reduce acquisition cycle times and change requirements generation and acquisition policy. Gansler also approved recommendations in a recently completed "Section 912" study on Requirements and Acquisition Processes. Congress ordered the studies under section 912 of the National Defense Authorization Act for FY98.

Cycle Time

DoD takes an average of 11 years to complete the acquisition cycle for major defense programs, from program initiation to initial operational capability (IOC). Gansler set DoD's objective as reducing this time by 50%, to no longer than 5-7 years. Gansler called for "rigorous, up-front work" in threat development, technology demonstration, and requirements generation, as well as rapid achievement of IOC for approved programs. Specifically, in the memo he directed:

- Assessing costs and benefits of cycle time changes in Analysis of Alternatives and Cost as an Independent Variable (CAIV) studies. The Director of Systems Acquisition (D/SA) and the office of Strategic and Tactical Systems will ensure

DoD 5000.2-R, Mandatory Procedures for Major Defense Acquisition Programs and Major Automated Information System Acquisition Programs, reflects this guidance.

- Making evolutionary acquisition strategies DoD's "preferred method of doing business," with emphasis on early technology demonstrations, open systems with modular design, incremental improvements, and accelerated cycle time schedule benchmarks. The D/SA will identify needed changes to DoD Directives 5000.1 and 5000.2-R by November 1999.
- Use of technology demonstrations as the preferred method of assessing concept risk and military utility of alternative technologies. CAIV analyses, acquisition strategies, and supportability plans should be part of the demonstration process. Approval of a demonstration should constitute determination of a valid mission need to permit further exploration of a technology.
- To better identify emerging mature technologies, the Deputy Under Secretary for Science and Technology (S&T) will hold annual S&T Readiness Conferences to

assess technological opportunities from all sources, including commercial and foreign.

Requirements Generation

In a joint memorandum, Gansler and Gen. Joseph W. Ralston, Vice Chairman of the Joint Chiefs of Staff, ordered immediate implementation of:

- Performance and schedule requirements for baseline and subsequent elements of evolutionary acquisition requirements.
- Interoperability as a Key Performance Parameter for Operational and Capstone Requirements Documents.
- Threshold and objective cost statements in Operational Requirements Documents.
- A DoD-wide requirements automated tracking system for all acquisition category levels.
- Changes to CJCSI 3170.01A, Requirements Generation System, and DoD 5000.2-R in August 1999.

Complete texts are available in the "Requirements/Acquisition" section of the Section 912(c) Data Warehouse on the AR web site at <http://www.acq.osd.mil/ar/section912.htm>. Check future AR Today issues for policy updates. —AR—

DAU Consolidation Takes Shape

The Defense Acquisition University will reorganize from a multi-school consortium to a single provider accountable for the education and training of the Defense A&T workforce. Currently, DAU-funded Service and Consortium Schools train acquisition workforce personnel. The recommendation for unification of the schools was made by the Process Action Team on Acquisition Education and Training and approved by the Under Secretary of Defense (Acquisition & Technology). Under the reorganization, to be completed within 12 months, all DAU-funded faculty and staff will be part of the University.

DAU will consist of four campuses; a campus at Fort Belvoir, Virginia, encompassing the Defense Systems Management College (DSMC); a campus at Fort Lee, Virginia, encompassing the School of Systems and Acquisition of the Army Logistics Management College, a campus at Wright-Patterson Air Force Base, encompassing the School of Systems and Logistics of the Air Force Institute

of Technology; and the campus at Norfolk, Virginia, encompassing the Navy Center for Acquisition Training; and the Navy Facilities Contract Training Center at Port Hueneme, California. Each campus dean or commandant will report directly to the President, DAU. The President will have authority and responsibility for the development, delivery, maintenance, and quality assurance of DoD acquisition education and training.

The office of the President, DAU will also be reorganized. The commandant of DSMC will be dual hatted as the Vice-President, DAU, and the Provost will assume responsibility as the Provost for the entire University Faculty. An Office and Director of Competitive Sourcing and Strategic Plans will be created to better enable DAU to competitively source delivery of its courses.

Working in new Functional Integrated Process Teams (FIPTs) with DoD functional experts and Directors of Acquisition Career Management (DACMs) to ensure courses

meet the changing needs of the A&T workforce, DAU faculty will design curriculum and course materials. DAU will stress distributed learning, expanding on its current 12 Internet-based courses. The University also will emphasize competitive sourcing of course delivery that will leverage DAU, other federal and private sector resources on a best-value basis.

To ensure a preeminent faculty, the President will work with the Services and Consortium Schools to identify initial faculty with graduate degrees, Level II or III certifications and prior teaching experience. A new Provost will screen future DAU faculty, subject to the President's approval. The Provost will establish a process and metrics for assessing faculty performance. DAU will retain its present mix of about 30 percent military and 70 percent civilian faculty. To ensure oversight of DAU's education and training and improved communication within the DoD acquisition community, an Executive Board will be established. —AR—

AR News Roundup

Navy Saves with Commercial Practices

Using a "try before you buy" procurement process, the Navy has contracted with Ball Aerospace & Technologies Corporation to purchase up to 165 Marine All-Light-level TV (MALL-TV) cameras for imaging at sea.

The Ball Aerospace team approached the Navy with the idea of a better camera model. The Navy agreed to test the camera at sea if Ball Aerospace would fund, design, and produce a demonstration camera.

Under the contract's commercial terms, the Navy will buy only the cameras, eliminating nonrecurring costs and the associated risks of development programs. As a result, taxpayer's funds are not used to start a government project from scratch.

"This award is the culmination of an important initiative," says Stephen Mannatt, Director of Tactical Products at Ball Aerospace. "It hails the successful completion of a pilot program called 'Buy Our Spares Smarter' where the Navy decided to replace aging hardware with superior existing commercial technology."

—AR—

DAU Makes Gains at Educators Conference

'Keeping Pace with Change' was the theme of the 12th Annual National Academic Conference for Contract Management Educators, and the Defense Acquisition University (DAU) is doing just that.

Dr. Lenore Sack, Director, Academic Affairs, DAU, spoke at the August 5-6, 1999 conference to explain how DAU is keeping pace with the rapid change in Contract and Acquisition Management education.

DAU, established by Congress in 1990, is directed to provide effective and efficient acquisition education, training, and research to the Defense acquisition workforce.

Dr. Sack said, "the very reason for the creation of DAU was that acquisition professionals had not received the necessary training."

The conference, sponsored by the National Contract Management Association (NCMA), focused on three topics: Distance Learning: Advances in Learning Through Technology; Corporate Universities: Beyond Employee Performance and Productivity; and Evolving Acquisition Workforce: Changing Demands for Education.

DAU has become a trailblazer in all three of these areas. DAU already has a number of online courses with 2,500 students online around the clock and 7,500 students who have already graduated from online courses. Also, DAU was recently recognized at the Corporate University Awards, sponsored by the *Financial Times* of London. Finally, DAU is evolving its offerings as the acquisition workforce also evolves.

Jeff Adams, from the George Washington University School of Business and Public Management, spoke about the evolving workforce in more detail. "We are going through tremendous change right now," he said. "Technological advancements, globalization, and free trade are changing the acquisition workforce from a rule-based clerical function to a business management function."

With job requirements changing, workers are changing too. Acquisition professionals are becoming more skilled every year and the DAU is a big part of their education.

—AR—

UPCOMING EVENTS

PEO/SYSCOM COMMANDERS' CONFERENCE

"Going Commercial — Building on our Achievement"

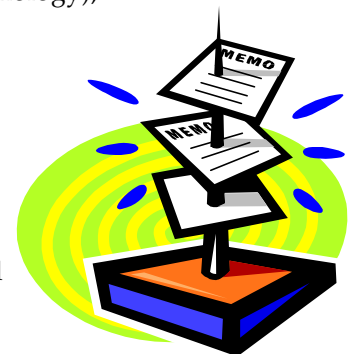
The **PEO/SYSCOM Conference** will take place **19-20 October** at the Wallace Theater at Ft Belvoir, VA. Dr. Jacques Gansler, Under Secretary of Defense (Acquisition & Technology), will be the keynote speaker. The conference will focus on:

- Expectations for Facing the Future; and
- The Road Ahead.

Panels are being formed from the Navy, Army, Air Force, DoD agencies, and industry to discuss topics such as:

- Going commercial on the battlefield — implications on theater operations,
- Perspectives on "what's working, what's not working" in acquisition reform; and
- How to pick up the pace.

For more information, visit the conference section at <http://www.acq.osd.mil/dsac>.



McNally Joins the ODUSD(AR) Team

Colonel William P. McNally, U.S. Air Force, has recently been assigned as the Military Assistant to Mr. Stan Soloway, the Deputy Under Secretary of Defense (Acquisition Reform) and the Director, Defense Reform Office. Col McNally replaces COL Charles Vondra, U.S. Army, who assumed command of Defense Supply Services Washington (DSSW) in August, 1999.

In his last assignment, Col McNally was the Contracting Policy Branch Chief within the Air Force Secretariat, responsible for the development, coordination, and integration of Air Force contracting policy.

—AR—

And The AR Survey Says...

(Continued from page 1)

found to have high relevance to many jobs.

- No single source of AR information or training reaches the entire workforce. The usefulness and accessibility of sources vary.

Workforce members believe three AR initiatives have had a major impact on most functions:

- Integrated Project Team (IPT) partnering;
- Reform of military specifications (MILSPECs) and standards (MILSTDs); and
- Simplified Acquisition Procedures (SAP).

Official memos and policies, formal government training, publications, and the Internet are the most accessible and useful sources of AR information, workforce members reported. SAP Training was the most useful. Conferences and symposia, the *Acquisition Deskbook*, and Acquisition and Logistics Reform (A & LR) Week activities rated moderately useful.

Recommendations for improving communication of AR initiatives include:

- Increased availability, ease of use, and funding;
- More detailed, current, and understandable information;

Contractor & Military Partnering

(Continued from page 1)

This visit to Europe was different than Soloway's usual visits in the U.S., and to Europe, in that he did not conduct townhall meetings but spent time "in the field." The purpose, however, was the same as always — to hear directly from the people who are expected to execute the acquisition doctrines and policies, and those they serve.

Mr. Soloway believes it is extremely important to keep the lines of communication wide open among all levels of the acquisition workforce. Check the AR web site at <http://www.acq.osd.mil/ar> to see when and where you can meet and share your views about reform issues with Mr. Soloway.

—AR—

AR ON-LINE

Monitor the Progress of the Section 912(c) Study Groups

DUSD(AR) has created the **Section 912(c) Studies Data Warehouse** to keep the workforce up-to-date on the findings and recommendations for streamlining the acquisition organizations, workforce, and infrastructure, as directed by Section 912(c) of the National Defense Authorization Act. The categories being evaluated include:

RDT&E Infrastructure
C3 Integration/Acquisition
Product Support
PM Life-Cycle Management
Training for Service Contracting
Continuous Learning
Training for Commercial Business Environment
Technical Workforce Requirement & Retention
Future Workforce
Price-Based Acquisition
Requirements/Acquisition

You can visit the Data Warehouse at:
<http://www.acq.osd.mil/ar/section912.htm>

Other AR sites

These and all web sites spotlighted in this column can be directly linked from our "Other Sites" page on the DUSD(AR) web site (<http://www.acq.osd.mil/ar>). It's the most comprehensive listing of AR-related sites anywhere on the web...

Bookmark it!

—AR—

New DSMC Commandant

AR Today welcomes Brigadier General Frank J. Anderson, Jr. to his new post as Commandant, Defense Systems Management College (DSMC) at Ft. Belvoir, VA. General Anderson will be dual-hatted, serving also as Vice President of DAU.

General Anderson most recently served as Deputy Assistant Secretary for Contracting, in the Office of the Assistant Secretary of the Air Force for Acquisition. In that post, he was responsible for all aspects of contracting for the acquisition of weapon systems, logistics support, and material and services for the Department of the Air Force. He also served as the Air Force Competition Advocate General.

As THE NEW DSMC Commandant, General Anderson oversees the college's mission to promote and sup-



*Brigadier General Frank J. Anderson, Jr.,
Commandant, DSMC*

port the adoption and practice of sound systems management principles. DSMC is a part of the Defense Acquisition University, supported by the Office of the Deputy Under Secretary of Defense (Acquisition Reform).

General Anderson succeeds Rear Admiral Lenn Vincent as Commandant, who served from December 1997 through July 1999. RADM Vincent retired from the Navy after 30 years of service.

General Anderson received his Air Force commission in 1973 as an honor graduate of Officer Training School at Lackland AFB, Texas. He has served in a broad range of acquisition positions; as a contracting officer, commander of a plant representative office, director of contracting, system program director and a product group manager.

—AR—



AR Today
Defense Systems Mgmt College
9820 Belvoir Rd. Ste. 3
Ft. Belvoir, VA 22060-5565

RETURN SERVICE REQUESTED

PRESORTED
STANDARD
U.S. POSTAGE
PAID
SOUTHERN MARYLAND
PERMIT NO. 4820